



2021/22
Annual Report



Adventist
HealthCare



ALIGNING WITH
OUR CHURCH'S

Identity and Objectives

ADVENTIST HEALTHCARE LIMITED (AHCL) ORIGINATED WITH THE OPENING OF THE 'SYDNEY SANITARIUM' IN 1903. AHCL IS A NOT-FOR-PROFIT INSTITUTION OF THE SEVENTH-DAY ADVENTIST CHURCH WITH ITS MISSION TO SERVE THE COMMUNITY WITH A DISTINCTIVE HEALTH AND HEALING MINISTRY FOUNDED ON FAITH IN GOD AND THE BRINGING OF RELIEF AND HOPE THROUGH THE CO-OPERATION OF HUMAN EFFORT AND DIVINE POWER.

Adventist HealthCare operates several businesses including Sydney Adventist Hospital – NSW's largest private hospital, San Day Surgery Hornsby, San Radiology & Nuclear Medicine, Sydney Adventist Hospital Pharmacy, and ELIA Wellness. The organisation's mission of 'Christianity in Action – caring for the body, mind and spirit of our patients, colleagues, community and ourselves'; and its values of Dignity, Excellence, Integrity, and Continuity, is consistent with the Christian values and teachings of the Seventh-day Adventist Church.

AHCL supports the Mission of the Church through providing healthcare ministry to thousands of community members every day, from bringing new life into the world, healing and nurturing the sick, and supporting those whose lives are at an end. We have a unique opportunity to share our Adventist ethos and philosophy to the community members we interact with every day – including our strong focus on wholistic care and healthy living. Our commitment and focus on education enable AHCL to actively support the Church in the training of nursing, medical and allied health personnel so that they are enabled to heal and teach others in the future.

During 2021/22 the AHCL Board, Executive and Leadership teams have continued to collaborate and implement initiatives supporting the 2019-2022 strategy that will take the organisation into the future, whilst continuing to manage the ongoing impacts of COVID-19 pandemic.

The COVID-19 pandemic continued to present AHCL with significant challenges in 2021/22. Our three main goals, initially established at the beginning of the pandemic in 2020, continued to remain our focus this year:

1. Keep our staff and doctors healthy
2. Emerge from the pandemic with a strong business
3. Continue to make a meaningful impact on the community we serve.



2,513

staff



1,378

accredited
medical officers



320

volunteers



ADVENTIST
HEALTHCARE LIMITED

Key Objectives

Spiritual Life and Power

AHCL recognises the power of God as an essential element in recovery from illness and disease, and positive lifestyle change. The primary objective of AHCL is to introduce people to the grace and love of God through its health and healing ministry, and to provide opportunities for the fulfilment of spiritual needs of our staff, patients and visitors in the daily program of hospital operations.

Professional Excellence

AHCL is committed to delivering excellence in all services. This includes ensuring the organisation provides: healthcare services to meet community needs; appropriate facilities, technology and equipment; competent and experienced staff; focus on quality and safety; clinical research to ensure best practice and access to the latest treatments; and a favourable environment for patients, staff, doctors and visitors.

Health Enhancement and Education

AHCL aims to enhance the lifestyle and health of its community members. This includes a focus on delivering wholistic care to patients; health education programs for patients, staff, doctors and the community; and the provision of tertiary education for nursing, medical and allied health professionals.

Stewardship

Our Mission guides us to holding in stewardship the assets, resources and operations with which AHCL has been entrusted. Sound and efficient financial management will ensure the long-term sustainability of AHCL's Mission of caring for its community.





2019-2022

Vision and Strategic Priorities

DURING 2021/22, THE BOARD, EXECUTIVE AND LEADERSHIP TEAMS HAVE WORKED TOGETHER TO IMPLEMENT INITIATIVES SUPPORTING THE 2019-2022 STRATEGIC FRAMEWORK WHICH FOLLOWS THE STRATEGY HOUSE METHODOLOGY, WHILST ALSO PLANNING FOR THE NEXT ITERATION MOVING FORWARD IN 2022-2025, AS WELL AS THE TWO HORIZONS BEYOND THIS, THROUGH TO A TEN YEAR TIME FRAME.

Key measures of success that are being monitored for the 2019-2022 strategy include Customer Satisfaction, People Engagement, Quality Outcomes, Brand Reputation, Revenue & Activity, and EBITDAR.

Our Vision is to be a thriving faith-based provider of world class care, inspiring hope and wellbeing. The strategic work to achieve that vision has four focus areas including People, Excellence, Stewardship and Growth, all of which are underpinned by our Mission of Christianity in Action, and core values.





2019-2022

Strategic Focus Areas

FOR EACH OF THE STRATEGIC ARENAS, A RANGE OF PRIORITY STRATEGIES (INTERNALLY CALLED 'BIG ROCKS') HAVE BEEN IDENTIFIED THROUGH EXTENSIVE COLLABORATION AND ANALYSIS. THESE STRATEGIES FOCUSED ON DELIVERING THE GREATEST IMPACTS IN EACH ARENA AND A PLATFORM FOR ENHANCEMENT, CONSOLIDATION AND GROWTH IN THE NEXT FINANCIAL YEAR.

The COVID pandemic created a previously unseen paradigm for private hospitals in Australia. Through government intervention, the San was obligated to retain all labour costs to enable us to respond as required for the whole health effort, however we were also directed to reduce surgical activity to create capacity and reduce occupancy. Both of these directives had substantial negative impact on operating performance in FY 2020 and FY 2022, far outweighing government support packages.

Each of the 'big rocks' encapsulates multiple streams of work – or projects – across a broad range of service areas of the organisation.



People

- Building a thriving workforce
- Enhancing AMO and GP relationships



Stewardship

- Digital strategy
- Optimal clinical documentation
- Business model improvement



Excellence

- Building world class services
- Improving clinical and patient reported measures
- Engaging our consumers and community



Growth

- Cardiovascular
- Emergency Care
- Orthopaedics



Accreditation, Safety and Quality

DURING 2021/22 AHCL SUCCESSFULLY ACHIEVED AUSTRALIAN COMMISSION ON SAFETY & QUALITY IN HEALTH CARE STANDARDS (2ND EDITION) ACCREDITATION FOR THREE YEARS AT BOTH SYDNEY ADVENTIST HOSPITAL AND SAN DAY SURGERY HORNSBY.

This year's audit took place in April with surveyors on-site, who acknowledged the survey was conducted under very challenging circumstances impacted by COVID and staff shortages.

AHCL has a comprehensive quality management program to monitor, assess, evaluate and improve the quality of patient care across the organisation. To ensure compliance with the quality management program, an audit schedule for both clinical and non-clinical practices and processes is in place. The philosophy of continual process improvement is supported by a corporate Adventist HealthCare Quality Awards program.

AHCL has continued its focus on building a high-performance culture of safety and reliability through its partnership with the Cognitive Institute. Several programs were delivered at Sydney Adventist Hospital during 2021/22 including Speaking Up for Safety and Quality Improvement workshops.



Healthcare Service Excellence

HAVING BEEN A LEADING PROVIDER OF PRIVATE HEALTHCARE SERVICES AND FACILITIES SINCE 1903, WE ARE COMMITTED TO OUR VISION OF BEING A THRIVING, FAITH-BASED PROVIDER OF WORLD CLASS CARE INSPIRING HOPE AND WELLBEING.

We are proud of our reputation for exceptional care built on years of providing highly skilled medical and surgical services, underpinned by the expertise, commitment and compassion of our people.





180,840

total patient episodes

2,393

babies delivered

512,264

meals prepared for staff, patients & visitors

118,274

imaging investigations

118,685

outpatient episodes

19,421

emergency care presentations

184,551

pharmacy scripts filled

87.5%

AHCL patient rating for improvement in health and / or wellbeing as a result of care provided

38,287

day patient episodes

31,633

theatre / procedural cases

3,203

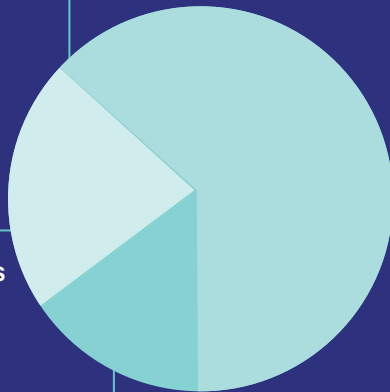
cardiac rehabilitation visits

89.6

AHCL patient net promoter score

23,868

overnight patient episodes



2021/22 initiatives include:

- **Australian-first AI monitoring at the San predicts patient deterioration** – San Cardiothoracic surgeon Dr Levi Bassin and his colleague Dr David Bell combined their background in cardiothoracic surgery with their respective degrees in computer science and mathematics and developed an algorithm that provides a smart, trend-based early warning score – the Ainsoff Index – that can be integrated with a hospital electronic medical record to effectively predict patient deterioration. The San was the first hospital in Australia to implement this system running in real time for every patient. Clinical staff can see an overview of all patients and can determine in seconds whether a patient is at risk of deterioration, and enable intervention before people get very sick, keeping them out of the ICU and using staff time more efficiently. According to its creators, the aim is for improved health outcomes for patients, a more efficient use of the health workforce, and savings for hospitals.
- **Incredible Archibald artwork on display in ICU** – generously provided for a few weeks by artist and ENT Surgeon Catherine Banks, wife of one of our doctors in ICU. Dr Banks took inspiration from the incredible strength and resilience of Australia's frontline workers as they faced the full force of the COVID pandemic, using her art she titled 'Thank You' to express her overwhelming gratitude and utmost respect to these healthcare workers.
- **Hands-free digital exo-scope ushers in new era in micro-surgery** – The innovative and intuitive Robotiscope® uses head-gesture controlled 3D visualisation, bringing significant advances for micro-surgical procedures. San urological surgeon Dr Philip Katelaris performed the first vasectomy reversal in Australia using the Robotiscope®. The Head Mounted Display detects the surgeons' head gestures and automatically refocuses to a new depth of field, with the hands-free adjustment allowing the surgeon to stay fully focused on the surgical field.
- **One-of-a-kind Robotic Colorectal 'Super' Fellowship** – contributing to the San's outstanding reputation for colorectal robotic surgery, two of Australia's most experienced consultant robotic surgeons have filled a niche in robotic training by establishing a new fellowship. Associate Professor Craig Lynch and Dr Stephen Pillinger have a combined experience of more than 20 years in robotic colorectal surgery and are two of only five proctors for robotic colorectal training in NSW. The fellowship provides year-long high-volume colorectal training for selected candidates who are fully qualified colorectal surgeons early in their careers, giving them full-time dedicated training and high-level expertise as they perform dozens of cases alongside their proctor.
- **18,000 cardiac surgery procedures on bypass** – the San reached this milestone in December 2021 furthering our long-standing history of excellence in cardiac care. A new fleet of heart-lung machines, also known as cardiopulmonary bypass machines as they take over from the heart by replacing the heart pumping action and by adding oxygen to the blood, recently expanded the state-of-the-art technology and facilities provided for patients at the San.

Emeritus Professor John Watson, AM, has been appointed to establish the Eccles Institute at the Australian National University (ANU)

to harness excellence in fundamental, cognitive, computational, and philosophical neurosciences and related disciplines, and to develop key clinical and commercial partnerships. Professor Watson is a consultant neurologist at the San, where he also serves as Chair of the Medical Advisory Committee and as a non-executive Director of the Adventist HealthCare Limited (ACHL) Board, and he led the establishment of the original Sydney Adventist Hospital Clinical School (SAHCS) in 2011. It is hoped the role will further strengthen AHCL's partnership with the ANU and facilitate collaborations in clinical and academic work to develop new approaches to patient care.



- **San represented at 2022 APHA Awards for Excellence** – the San Nutrition & Dietetics department was one of the three nominees for a Clinical Excellence Award for their project ‘Shining a Light on Malnutrition: A Focused Approach’ which successfully improved patient care by improving the identification, prevention and treatment of malnutrition at the San. These awards acknowledge the high quality of care Australian private hospitals provide and celebrate their achievements. This project was also the winner for numerous awards at the 2020 AHCL Quality Awards for research, clinical care award and overall excellence.
- **New Yamaha CVP Series Digital Piano in the Hub** – in early December a dedication ceremony was held to celebrate this generous gift provided thanks to San Foundation and their wonderful donors in an initiative to inspire hope and wellbeing for the San community. Those in attendance were serenaded by the musical talents of San Registered Nurse Sanja Kitevski, Senior Lecturer at Avondale College Lyell Heise, and Marian Moroney, a family member of the piano's donors.

Masada College students show their kindness

Every year Masada College organises an annual event in the lead up to the McGrath Foundation Pink Stumps Day supporting people in the community experiencing breast cancer. This year students prepared messages of care and hope for patients undergoing treatment for breast cancer at the San, and members of the Student Representative Council were able to deliver the hand-made cards and messages in a covid-safe event coordinated with San ICC and Cancer Support Centre staff and doctors in June.



- Enhanced breast care diagnostic capability** – the San has further enhanced its’ diagnostic capability in breast care with the recent acquisition of key equipment. San Breast Care now offers patients state-of-the-art 3D tomosynthesis imaging, contrast mammography and MRI-guided biopsy, as well as short-sequence MRI imaging that makes procedures short and more comfortable. This latest innovation is part of a long history of ensuring the service remains at the forefront of breast care.
- San cancer services recognised both nationally and internationally** – Sydney Adventist Hospital’s Integrated Cancer Centre, which operates in partnership with Icon Cancer Centre Wahroonga, once again leads the way in providing an outstanding patient experience for cancer patients. In the Bureau of Health Information (BHI) Outpatient Cancer Clinics Survey 2020 (results released November 2021), the San’s Integrated Cancer Service was the only cancer clinic in New South Wales to achieve five measures significantly higher than the NSW result. Furthermore, in November 2021 Sydney Adventist Hospital was also listed amongst Newsweek’s World’s Best Specialized Hospitals 2022 report which features the top 250 hospitals for oncology.

San Cancer Support Centre blessed

Refurbishments over more than 12 months have given the Centre a new library, updated reception area, refurbished rotary and oncology massage rooms and a newly refurbished gym, and a blessing was held in May. Founding Member of the Cancer Support Centre, Pam Ludowici, attended the ceremony and spoke about its' history and inception, beginning with the original proposal in 1992. It was wonderful to see so many join in the celebration and leave with a greater understanding of how the Centre began, the services that are currently offered, and the collaboration of so many disciplines within the hospital that make this all happen.





Research

AHCL RECOGNISES THE SIGNIFICANT VALUE OF RESEARCH IN ENABLING THE ORGANISATION TO REMAIN AT THE FOREFRONT OF HEALTHCARE AND IMPROVING PATIENT OUTCOMES. RESEARCH ENABLES OUR COMMUNITY TO HAVE ACCESS TO THE LATEST TREATMENTS AND OFFERS OPPORTUNITY TO SEEK NEW AND IMPROVED HEALTHCARE OPTIONS FOR PATIENTS INTO THE FUTURE.

Our commitment to research has been further enhanced in 2021/22 under the Director of Research and an active Research Advisory Committee. Our research governance framework ensures that all research conforms to the relevant institutional, jurisdictional and national standards and laws.

The AHCL Human Research Ethics Committee provides ethical review a large number of research activities involving humans at AHCL facilities, and now also accepts ethical approvals granted by other Australian HRECS (NHMRC registered and certified) for studies with the aim of reducing roadblocks and enhancing research collaboration.

Every car parking ticket issued contributes \$1.00 to the support of research at AHCL.

61

research publications associated with AHCL

10

active ARI research projects

41

patients enrolled in 47 San CTU clinical trials (15 additional trials governed by the AHCL HREC)

32

projects approved by HREC and Research Governance Office

2021/22 initiatives include:

- **San Clinical Trials Unit** – offering patients the opportunity and ability to participate in the most current treatment options available in the field of medical oncology
- **A number of AHCL doctors and staff have been involved in clinical research publications** – including Australian and International publications
- **(HREC) Human Research Ethics Committee** – facilitating ethical and safe research. Comprised of a group of dedicated members including community representatives with expertise in the types of research conducted at AHCL
- **The Australasian Research Institute (ARI)** – continues its research focus on understanding how specific lifestyle choices impact the human physiology to promote either health or development of disease
- **San Foundation Research Awards** – celebrating outstanding research initiated and conducted at AHCL
- **Research collaboration** with tertiary education providers
- **Avondale University and the Australian National University (ANU)**. Policies and processes have been reviewed and improved to foster this collaboration and encourage research across multiple sites



Health Workforce Education

AHCL HAS A LONG-STANDING COMMITMENT TO EDUCATING THE HEALTHCARE WORKFORCE – EQUIPPING THEM TO PROVIDE COMPETENT AND EXCELLENT CARE TODAY AND INTO THE FUTURE. THIS YEAR REMAINED CHALLENGING FOR OUR EDUCATION TEAMS, HOWEVER WE WERE EXCITED TO BE ABLE TO RETURN TO SOME FACE-TO-FACE EVENTS THIS YEAR WHILE CONTINUING TO GROW OUR ONLINE EDUCATION PROGRAMS.

2021/22 initiatives include:

- **RACGP Accredited Education for GPs** – regular medical updates for GPs delivered by AHCL specialists, predominantly online with only one face-to-face conference this year
- **San Education** – education for AHCL staff and community with face to face conferences able to return this year
- **Clinical Education Centre** onsite at Sydney Adventist Hospital training medical, nursing and allied health workers for the future
- **San Structural Heart Centre of Excellence for Left Atrial Appendage meetings** – AHCL specialists recognised globally as leaders in this field facilitated training for visiting cardiologists on three occasions this year

533

attendees in 8 RACGP formal education sessions for GPs (37 in person and 496 online)

151

participants in 12 online education webinars

472

attendees in 6 San Education programs and activities

185

e-learning packages available online to staff

117

attendees at 1 in-person conference (108 AHCL staff and 9 community)

1,699

attendees in 10 San Education workshops





Spiritual Care

AHCL CONTINUES TO PROVIDE OPPORTUNITIES FOR THE FULFILMENT OF SPIRITUAL NEEDS OF OUR STAFF, PATIENTS AND VISITORS IN OUR DAILY PROGRAM.



157

spiritual events held



11,419

chaplain visits to patients



16

volunteers recruited and trained



550

hours of staff support provided



578

prayer requests received and responded to



215

cases of support for death viewings



24

CPE students being trained



71

counselling interventions

2021/22 initiatives include:

- **Spiritual Care services** provided to patients
- **Mission Integration Plan** provides a framework to enhance Mission awareness within the organisation
- **Vespers service** on Friday evenings featuring pre-recorded messages of prayer, reflection on biblical stories and worship in song, streamed to patient TVs
- **Monthly 'First Friday' events** – pre-recording meetings featuring local churches partnering with AHCL to share stories of healing and restoration, communal prayer and worship in song, with services streamed to patients through San TV
- **Sabbath School and Church services** – Wahroonga Adventist Church programs live-streamed for patients
- **Monday Mission Message** – newsletter shared with all employees, focusing on specific aspects of AHCL's Mission and Values
- **Clinical Pastoral Education Training** – continues for a fourth year with 24 students, and places for the 2022-23 course are already filled. Previous graduates are all currently involved in chaplaincy
- **Spiritual Ambassadors program** continues to grow with 44 ambassadors ministering within their workplace environment
- **Prayer requests** received and attended to for hospital patients, family, visitors, staff and community members
- **Spiritual Care Week** - conducted via Zoom due to COVID restrictions this year
- **Compassionate Care Calls** – made to almost 1,000 previously admitted patients as a follow-up, an initiative that commenced during COVID
- **Prayer** is a regular agenda item for all AHCL formal meetings
- **Prayer and Bible study groups** are held across the week by various staff teams
- **Welcome to the San Initiative** – a new initiative to welcome all new employees with the 'Take me to the San' book and a special card
- **Prayer partners** - a database of 230 prayer partners provide the San with much-needed prayer support for the challenges faced daily
- **Chaplains retreat** - AHCL chaplains gathered at Crosslands in December with a long-standing chaplain farewelled by colleagues



Health & Wellness

ADVENTIST HEALTHCARE HAS A RICH HISTORY OF PROMOTING HEALTH AND WELLBEING FOR OUR COMMUNITY - SINCE FIRST OPENING IN 1903 AS THE 'SYDNEY SANITARIUM' - A PLACE WHERE PEOPLE LEARN TO STAY WELL. OUR COMMITMENT TO WELLBEING INCLUDES PROVIDING SERVICES THAT WILL SUPPORT OUR COMMUNITY MEMBERS TO LIVE HEALTHIER LIVES BEFORE, DURING AND AFTER ACUTE CARE.

2021/22 initiatives include:

- **Social media** – AHCL continues to be active on Facebook, Instagram, LinkedIn and YouTube, sharing health and wellbeing information to the broader community
- **Health Education Forums** held online for our community covering a range of health and wellness topics, including COVID vaccines and cancer
- **Birthing and parenting classes** – improving life skills of new mums and families, now available online through new San Cradle education portal and as live zoom classes
- **Interviews on Radio 2GB** – our talented doctors and staff sharing information about health and wellbeing with our community
- **Publications** – San News covers health related topics and hospital news to our community in print and email editions, while San Doctor provides health related information to the medical community
- **ARI** – the Australasian Research Institute actively promotes health and wellbeing through its research initiatives and interactions with the community
- **AV productions** – our communications team continue to share a range of AV presentations on health & wellness related topics with staff and the community via the website, intranet and inhouse TV
- **Website** – a wealth of health, wellness and support information is available on the SAH website, translatable into different languages
- **Fitness Passport for staff** – program available to AHCL staff and family members encouraging participation in fitness and healthy living activities
- **Cancer Support Centre** continues to provide quality support services, most online during this year



821

drop-ins to cancer support



24

radio interviews



776

participants in 8 regular cancer support group sessions held online



905

participants in 4 community health education events (3 webinars / 1 combined face-to-face and online seminar)



1,150

expectant parents registered for online Maternity education through San Cradle



740

members in the fitness passport program



47

AV productions



413

enrolments in online birthing and parenting classes



1,312,183

SAH website unique page views



SAN FOUNDATION ACTIVELY WORKS WITH GRATEFUL HOSPITAL PATIENTS, LOCAL COMMUNITY GROUPS AND BUSINESSES TO RAISE MUCH NEEDED FUNDS FOR SYDNEY ADVENTIST HOSPITAL; FUNDS THAT HAVE BEEN CRUCIAL THIS YEAR IN HELPING THE HOSPITAL MAINTAIN ITS REPUTATION FOR EXCELLENCE AND FULFILLING ITS MISSION OF CARING FOR THE COMMUNITY.

San Foundation funding supports important services, technology and equipment, such as cancer patient navigators, vital surgical equipment and new technology to diagnose and treat patients more effectively.

In 2021/22, thanks to the generosity of supporters, San Foundation provided \$4.1M in funding to Sydney Adventist Hospital for:

- Telemetry and patient monitoring
- Prostate Centre of Excellence
- Heart Lung machine
- Breast cancer clinic fit out and funding for clinic nurse
- Cancer patient navigator roles
- Nurse education and scholarships
- Staff lunch and thankyou initiatives



Community Engagement

AHCL HAS UNDERTAKEN A RANGE OF EVENTS AND INITIATIVES TO ENHANCE ENGAGEMENT WITH OUR COMMUNITY – BOTH LOCAL AND OVERSEAS. UNFORTUNATELY MANY OF OUR ACTIVITIES CONTINUED TO BE NEGATIVELY IMPACTED BY COVID-19 THROUGHOUT 2021 AND 2022.



2,000+

participants in 2 major community events held virtually



5,205

people impacted by OHI's Nepal Women's Health project while overseas trips remain paused due to COVID



9,206

volunteer hours



\$202,000

6 Grants /sponsorships given



320

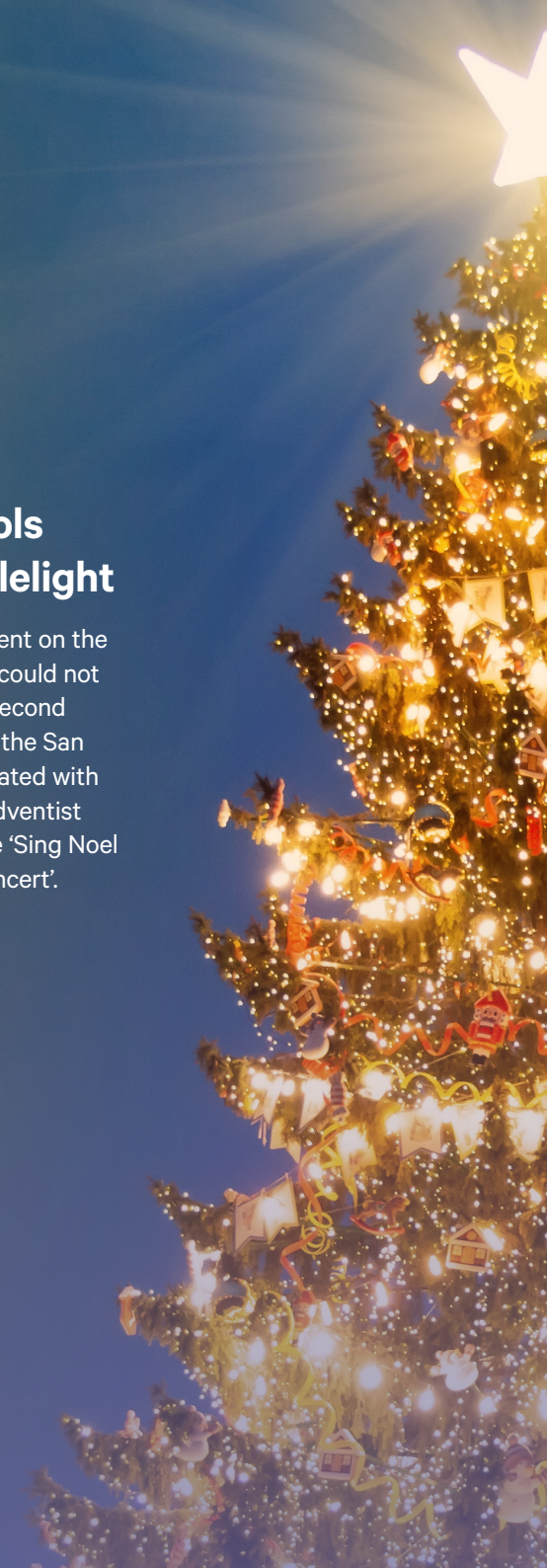
San Volunteers

2021/22 initiatives include:

- **San Volunteers** – AHCL has more than 300 passionate and dedicated community members who volunteer their time regularly, however their services were again limited due to COVID this year
- **AHCL has supported a range of local community fundraising and awareness initiatives** wherever possible this year including the Cancer Council, Prostate Cancer Foundation Australia, Lifeline and Breast Cancer Network Australia
- **The Dish** – AHCL supports this inter-denominational program providing meals and support to homeless and disadvantaged members of our local community
- **SAH provides opportunities for disabled individuals** in the community to undertake job ready skills and employment in areas such as the Mail Room, Food Services, Theatres, HR and Grounds, and benefitted from their services onsite again this year
- **A variety of public health information** displays and awareness programs were featured at Sydney Adventist Hospital including for stroke, antibiotic and wound awareness, for the education of patients, staff and visitors
- **Annual San Homecoming event** was livestreamed and reached approximately 1,000 people online
- **Open Heart International (OHI) involvement** – AHCL continues its partnership with and support of OHI. While overseas trips remain on pause, OHI's Nepal Women's Health medical project in collaboration with ADRA has improved the lives of thousands of girls, women and men in Nepal's most disadvantaged communities in the past year

San Carols by Candlelight

Our annual event on the Village Green could not be held for a second year, however the San again collaborated with Wahroonga Adventist Church for the 'Sing Noel Christmas Concert'.



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